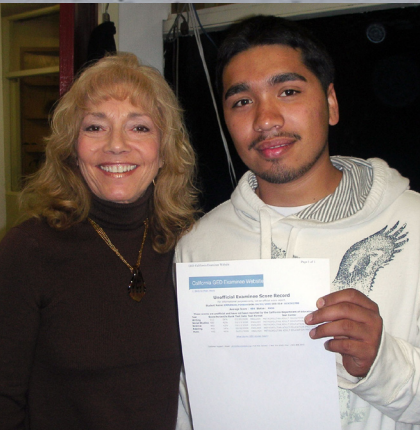# Bringing Everyone's Strengths Together
BEST Cycle XVII and Mayor's Gang Prevention Task Force Strategic Work Plan Final Evaluation Report
2007-2008

Presented to: MGPTF and San José Parks, Recreation and Neighborhood Services
by Community Crime Prevention Associates
January 19, 2009

CITY OF
SAN JOSE
CAPITAL OF SILICON VALLEY

City of San José

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City of San José

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Julie Edmonds-Mares - Assistant Director of PRNS
Angel Rios, Jr. - Deputy Director PRNS
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Abraham Chacko – Senior Analyst
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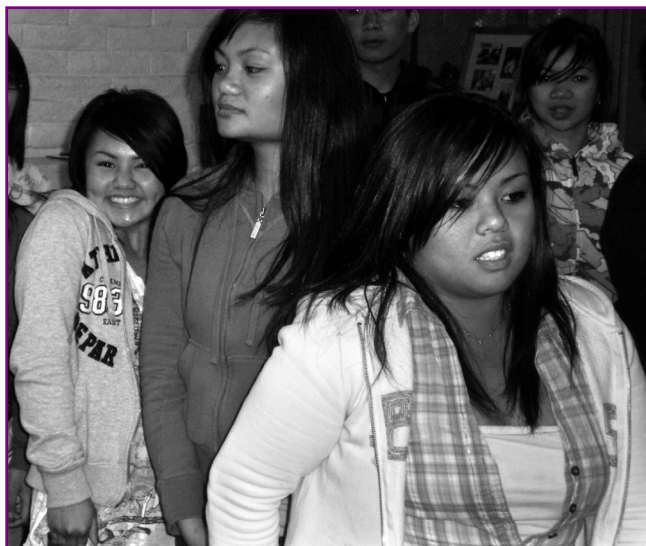## For more information on the BEST Program, please contact:
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Mayor's Gang Prevention Task Force Policy Team

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Chief of Police- Co-chair
Rob Davis

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Mario Ozuna-Sanchez - Mexican American Community Service Agency

MGPTF Technical Team Representative
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Jeffrey Bornefeld - California Community Partners for Youth

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Cora Tomalinas

Parks, Recreation and Neighborhood Services
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Parks, Recreation and Neighborhood Services
Angel Rios, Jr.

Faith Based Representative
Pastor Anthony Ortiz

Santa Clara County Chief Probation Officer
Sheila Mitchell

Santa Clara County District Attorney
Dolores Carr

Santa Clara County Office of Education-
Alternative Schools Department
Paula Mitchell

Santa Clara County Office of the Sheriff
Lindley Zink

Santa Clara County Public Defender
Mary Greenwood

State of California Superior Court-
Juvenile Division
Judge Patrick Tondreau

San José Strong Neighborhoods Initiative
Sal Alvarez

Superintendent of East Side Union High School District
Bob Nuñez

Superintendent of Franklin-McKinley School District
Dr. John Porter

Work2Future Liaison
Jeff Ruster

Youth Commission
Betty Montoya

Mayor's Gang Prevention Task Force Technical Team

The following organizations have provided ongoing support and collaboration formalized through a Memorandum of Understanding with the City of San José to be members of the Mayor's Gang Prevention Task Force Technical Team. This list was last updated in October 24, 2008. New members are joining as organizations complete their Memorandum of Understanding:

After-School All-Stars Alchemy Academy
Allied Barton Security Service - Eastridge Mall
Alum Rock Counseling Center
Alum Rock Union School District
Arbuckle-Poco Way Neighborhood Association
Asian American Recovery Services, Inc.
Asian Americans for Community Involvement
Bill Wilson Center
Boys & Girls Clubs of Silicon Valley
California Community Partners for Youth
California Youth Outreach
Campbell Union High School District
Catholic Charities of Santa Clara County
Center for Training and Careers, Inc.
City of San José - Library Department
City of San José - Strong Neighborhoods Initiative
City of San José - Work2Future
City of San José - Youth Commission
Community Crime Prevention Associates
Community Unification Project
Correctional Institutions Chaplaincy (CIC)
Crosscultural Community Services Center
District Attorney's Office
SCC East Side Heroes
Eastfield Ming Quong - Children & Family Services
Eastside Union High School District
Emergency Housing Consortium - LifeBuilders
Evergreen Elementary School District
Family and Children Services
Filipino Youth Coalition
Firehouse Community Development Corp.
FIRST 5, Santa Clara County
Foundry Community Day School
Franklin-McKinley School District
Fresh Lifelines for Youth
Friends Outside in Santa Clara County

Gardner Family Care Corporation
George Mayne Elementary School
Michael Gibeau, Consultant
Girl Scouts of Santa Clara
Housing Authority of the County of Santa Clara
Joyner Payne Youth Service Agency, Aquarius Project
Jubilee Christian Center/ Amer-I-Can Foundation
Mexican American Community Services Agency
Mid-Peninsula Housing Services Corp.
Moreland School District
National Network of Youth Ministries
New Creation Covenant Ministries
Next Door Solutions to Domestic Violence
Oak Grove Elementary School District
St. Maria Goretti Church – People Acting in Community Together
Parent Education and Resource Link Strategies
Parent Institute for Quality Education
Pathway Society, Inc.
Professional Security Consultants
Regional Medical Center of San Jose
Rohi Alternative Community Outreach
San Jose Conservation Corps - Youth Corps
San Jose Job Corps Center
San Jose Police Athletic League
San Jose Unified School District
Santa Clara County Juvenile Probation
Santa Clara County Office of Education
Starlight Community Services
The Tenacious Group
Ujima Adult and Family Services
United Way Silicon Valley
Unity Care Group, Inc.
Victory Outreach - Community Services Agency
Victory Outreach Ministry
Volunteer Center of Silicon Valley
YMCA

Acknowledgments

Community Crime Prevention Associates acknowledges the dedicated professionals that make up the San José Mayor's Gang Prevention Task Force. Their dedication to serving youth made the task of evaluating and describing their work very gratifying. Community Crime Prevention Associates thanks the BEST Service Providers; City of San José Parks, Recreation, and Neighborhood Services BEST Program Support Staff; and members of the Mayor's Gang Prevention Task Force for their special assistance with this evaluation.

The Evaluators wish to acknowledge Mayor Chuck Reed and the San José City Council for their leadership in "Bringing Everyone's Strengths Together" (BEST). San José has developed a national model of collaboration and of taking action to improve the lives of a community's youth. The Evaluators acknowledge all the people involved in the City of San José BEST Program for their willingness to design a comprehensive intervention model for high risk youth. The model addresses the thousands of variables that interact in the development of our youths into happy, productive citizens who are successful at home, at school, and in the community.

San José is truly Bringing Everyone's Strengths Together in order to provide opportunities for the healthy development of all of our youth.

San José Mayor's Gang Prevention Task Force Strategic Work Plan and BEST Final Evaluation Report CYCLE XVII FY 2007-2008 January 19, 2008

Dedication

This report is dedicated to the memory of Jeff Heard, the founder of Rohi Alternative Community Outreach who dedicated his life to serving our most at-risk youth in San José. His passion, love, dedication, and faith will live on in all of us who never give up on our youth and work to connect our youth to the opportunities found in San José.

How to Use This Report to Find What You Want to Know

The BEST Final Evaluation Report is organized into four parts: the executive summary, the evaluation of BEST for this year, the evaluation of the MGPTF Strategic Work Plan, and the individual write-ups of BEST grantees. The four parts are followed by an appendix.

The evaluators recommend that Parts 1 and 2 are indispensable reading in using this report. In Part 1, readers will find: an executive summary of the effort, effect, performance and results of the 2007-08 funding cycle; a historical review of BEST performance for the last five years highlighting the progress of the BEST-funded grantees; and an explanation of the Performance Logic Model Evaluation System utilized by BEST to evaluate and provide information for the continuous improvement of grantees' services and the care provided for San José children and youth.

In Part 2, the effort, effect, performance, and results across all BEST-funded services are reviewed.

Effort includes the resources and work required, such as information about how grantees spent their money, who the staffs and customers were, what the strategies for service were, how much service was provided, and how much it cost. The efficiency of services is based on the funds expended per hour of service provided.

Effect includes the experiences and feedback of children, youth, and their parents in two areas: customer satisfaction and productivity. Staff that serve the children and youth also conduct individual assessments of the changes made by their youth customers. Children, youth, parents and staff members report on the changes in the child or youth customer's skills, knowledge, attitudes, and behaviors caused by the BEST-funded services. The level of productivity in causing changes signals the effectiveness of services.

Performance summarizes whether or not the BEST grantees met the BEST performance goals for effectiveness and efficiency. This analysis of performance compares BEST Grantees.

Results include population indicators such as overall health, wellness and education of the children and youth in San José. Results come from the whole San José community's efforts to improve the well-being of children and youth. Looking at results over time assists the residents of San José to see if key indicators are going in a desirable or an undesirable direction. Results also include intermediate outcomes that are closely tied to the effort and effect of the grantees and their community partners.

Part 3 contains the review and evaluation of the MGPTF Strategic Work Plan.

Part 4 provides a summary of all four areas noted above for each grantee. Also in this section are the results of individual survey questions and the evaluator's comments. Results of the surveys are especially interesting because grantees crafted their own program-specific questions. These write-ups include each of the 23 grantees and are designed to be shared with BEST funding partners about their investment in San José's children and youth.

The appendices include the following:
Appendix A - Bibliography
Appendix B - Definition of Terms
Appendix C - CCPA Evaluation Team
Appendix D - Evaluation of Parent Workshops

BEST and MGPTF Evaluation Team from CCPA
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Maria Elena Riddle, MA
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Andrea Flores Shelton BA
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Section One - Highlights of BEST-Funded Services for FY 2007-08 -Cycle XVII

Highlights that evaluators chose as representative of this year's effort, effect, and performance of BEST Grantees are given below. Additional information about each of the highlights is in the report, beginning on the page listed in parentheses following each highlight.   A summary of effort, effect, performance, and results for this year's BEST funding is also provided in the table on page 9. There, readers can quickly locate answers to the BEST evaluation questions and learn more about how the 23 grantees, overall, met or exceeded the performance goals.

Effort of BEST-Funded Services for This Year (Pages 31-56)

☞ BEST funded 23 contracts to grantees for $2.9 million to serve the children and youth of San José. BEST grantees spent 97% of their BEST grant and matching funds.

☞ BEST grantees matched BEST funds with $1.5 million, which represents a match of 52% of BEST funds. This leveraging of funds is down from last year's 88% . Every dollar of BEST funds spent was leveraged and matched with $0.52 from other partners.

☞ Grantees served 4,520 unduplicated children and youth customers with 286,497 hours of direct service. Each customer received an average of 63 hours of service and care with an average of $923 spent on each customer.

☞ For this year, the average cost per hour of service was $9.65 for BEST funds and $14.56 for total funds (BEST and matching funds). The cost per hour is the bottom line or output of effort. It is calculated by dividing the amount of funding spent by the hours of direct service delivered.

Effect of BEST-Funded Services for This Year (Pages 57-70)

☞ Youth customers gave BEST-funded services an 85% satisfaction rating; parents gave the same services for their child an 88% satisfaction rating. Both are positive satisfaction rates.

☞ BEST-funded services were effective in producing positive changes in behaviors and skills in their children and youth customers in over two-thirds of the targeted changes (72%). Parents indicated that funded services were effective in producing nearly three out of four targeted changes (78%) because of the BEST-funded services. These targeted changes are attitudes, behaviors, skills and knowledge that allow children and youth to develop into healthy productive citizens.

BEST children and youth, their parents, and their BEST-funded staff completed 8,736 surveys about the effect of funded services in producing new skills and behaviors in this year's samplings.

Performance of BEST-Funded Services for This Year (Pages 71-82)

☞ At the beginning of each fiscal year, grantees develop a service plan that indicates the scope of work they will complete for their grant. For this year, 91% of grantees met or exceeded 100% of their contracted service delivery plan for the specified number of hours of service.

Effort

☞ For this year, 74% of grantees met or exceeded the BEST performance goal for youth satisfaction.

Satisfaction

☞ All of the BEST grantees share similar youth developmental asset target changes. This year, 83% of grantees met or exceeded their performance goal for growth in targeted child/youth developmental assets as indicated by their youth customers.

**Service Productivity
Asset Development
Changes**

☞ All of the BEST grantees select changes to be targeted that are unique to their program because of their services. This year, 96% of grantees met or exceeded their performance goal to stimulate growth in the grantee's selected, targeted changes as indicated by their child and youth customers.

**Service Productivity
Grantee Selected
Changes**

☞ This year, 61% of the grantees or 18 grantees met all four major performance goals for efficiency and effectiveness. Ninety one percent (91%) of the grantees met three out of four or four out of four performance goals. One grantee did not achieve three of the four performance goals. One grantee missed all four of the performance goals because they did not survey their customers in the spring.

Performance Goals

☞ For this year, 83% of the grantees met the performance goal for their Service Performance Index (SPI), a score of greater than 600 points out of 1000. The SPI is modeled after the most widely used measure for overall performance and quality, the Malcolm Baldrige National Quality Award.

**Service Productivity
Index**

The Baldrige National Quality Award is now America's highest honor for performance excellence and is presented annually to U.S. organizations by the President of the United States. In October 2004, the President of the United States signed into law legislation that authorizes the National Institute of Standards and Technology to expand the Baldrige award program to include non-profit organizations. In 2007, non-profit organizations were eligible to begin applying for the award. The San José BEST SPI score is modeled after the Baldrige award program.

Graphic 1

BEST Service Provider FY 2007-2008	23 Funded Grantees
Annual BEST Funding	$2,849,249
Annual Contract Budget Match	$1,469,860
Total Funds	$4,319,109
Percent Matching Funds	52%

At a Glance: Effort, Effect, Performance, and Results for This Year

Note: During the last year, school dropouts and gang related incidents have turned in a desirable direction. The juvenile violent crime rate has moved in an undesirable direction for the last few years.

Full discussion is found in the Population Results Section of this report.

BEST Performance Logic Model Evaluation System

Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XVII Answers to BEST Evaluation Questions for FY 2007-2008					Met Performance Goals
E F F O R T	Inputs	What did BEST spend on services?	BEST Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent	No, grantees as a whole fell slightly short of achieving this performance goal
			$2,764,790	$1,407,766	$4,172,556	97%	97%	
	Staff	Who were the staff providing services?	FTE Staff	Years Experience	Years Schooling	Male	Female	Yes
			63.3	8.9	14.8	35.0%	65.0%	
	Customers	Who are our youth customers?	Total Unduplicated Customers	Male	Female	Level of Youth Developmental Assets		Yes
			4,520	53.1%	46.9%	LOW		
			0-5 yrs	6-10 yrs	11-14 yrs	15-20 yrs	(over 20)	
			3%	6%	18%	71%	3%	
			Asian Pacific Americans	African Americans	Latino Americans	Caucasian Americans	Other	
			12%	7%	71%	5%	4%	
			Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member	
			24%	28%	21%	22%	5%	
	Strategies	What service strategies did we conduct?	Personal Development and Support Groups	Gang Mediation & Intervention	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services	Yes
			41%	13%	11%	10%	3%	
			Truancy Case Management	Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery	
			5%	9%	6%	3%	0%	
	Activities	How much services did we provide?	Planned Hours of Service for Year	Actual Hours of Service for Year	Percent of Contracted Services Delivered for Year		Hours of Service per Customer	Yes
			212,183	286,497	135%		63	
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds for Year	Actual Cost per Hour Total Funds for Year	Cost per Customer BEST Funds	Cost per Customer Total Funds		Yes
			$9.65	$14.56	$612	$923		
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)			Yes Satisfaction > 80%
			85%		88%			
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customer	Yes Service Productivity > 60%
			Asset development changes		72%	78%	84%	
			Grantee selected changes		75%	80%	86%	
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 / Fall 08		Change in Service Quality	Average Service Performance Index (SPI) Score	Grantees with a SPI Score Over 600	Yes, Quality Score >1
			1.9	2.3	Improving	669	83%	
	Survey Sample	How many customers did they survey?	RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	Some grantees need to increase sample size
			2,252	2,516	1,407	2,561	8,736	

Results come from the effort and effect of the whole community of San José to raise healthy youth.

R E S U L T S	Population Results	How are we doing on the indicators of development of San José youth for a healthy productive life?	Population results are used to determine if key indicators are going in a desirable or undesirable direction over time. Population results can assist us to focus our efforts to move indicators in a desirable direction.	
			Trend line going in a desirable direction	**Trend line going in a undesirable direction**
			1999-2007 Academic Performance Index Scores	1996-2007 Graduation Rates Based on NCES Definition - Declining the last four years
			1998-2007 Percent of Graduates Completing Requirement to UC/CSU	1997-2007 4- Year School Dropout Rate*
			1999-2007 High School Graduation Rates Based on the CPI Definition	2001-2007 Number of Alternative School Slots
			*The Number of Youth Dropouts for the 2007 School Year Declined by 4%.	Note: Indicators are not used to point fingers but use to assist everyone in the community to work together to produce healthy productive futures for our youth. Educating and keeping our youth safe is everyone's responsibility.
			2003-2008 Number of Gang Related Incidents	
			1997-2007 Ratio of Juvenile Violent Crime Arrests for 5th to 12th Graders in Public School	

Summary of BEST Initiatives in FY 2007-08

The City of San Jose's Mayor's Gang Prevention Task Force Strategic Work Plan and Bringing Everyone's Strengths Together (BEST) 2007-08 Final Evaluation Report, reflects Cycle 17 of the City's commitment to deliver services to youth that are most at-risk for gang involvement. Evaluation data reflected in this report is for FY 2007-08 only. During this cycle, the City of San José awarded over $2.8 million in direct funding to 23 grantees to deliver Early Intervention and High Risk Intervention Services. These BEST Providers collectively provided a 52% match totaling $1,469,860. The grantees who were awarded BEST funds are indicated below by cluster of funding:

Table 1

BEST Service Provider FY 2007-2008	Cluster of Funding
Alum Rock Counseling Center	High Risk Intervention Services
Asian American Recovery Services	High Risk Intervention Services
Bill Wilson Center	High Risk Intervention Services
California Community Partners for Youth	Early Intervention Services
California Youth Outreach	High Risk Intervention Services
Catholic Charities-YES	High Risk Intervention Services
Center for Training Careers	High Risk Intervention Services
Cross-Cultural Community Service Center	High Risk Intervention Services
EMQ Children & Family Services	High Risk Intervention Services
Family and Children Services- FAST	Early Intervention Services
Filipino Youth Coalition	Early Intervention Services
Firehouse	High Risk Intervention Services
Foundry School	High Risk Intervention Services
Fresh Lifelines for Youth	High Risk Intervention Services
Friends Outside	Early Intervention Services
George Mayne School	Early Intervention Services
Girl Scouts-Got Choices	High Risk Intervention Services
Mexican American Community Services Agency	High Risk Intervention Services
Next Door Solutions to Domestic Violence	High Risk Intervention Services
Pathway Society	High Risk Intervention Services
Rohi Alternative Community Outreach	High Risk Intervention Services
UJIMA Adult and Family Services	High Risk Intervention Services
Volunteer Center of Silicon Valley	Early Intervention Services

Four of the 23 agencies awarded a BEST grant in Cycle 17 were newly funded. These grantees are highlighted in the table above: Asian American Recovery Services, California Community Partners for Youth, Firehouse, and The Foundry School.

The success of the BEST Program continues to be its unwavering focus on serving those youth that are the most disconnected and out of the mainstream of community services. In the last seventeen years, the BEST Program has expended a total of $34 million in City of San José funds to deliver 9.9 million hours of direct service in order to intervene in the lives of young people to reduce gang involvement, activity and violence.

The BEST Program, which is coordinated by the Mayor's Gang Prevention Task Force (MGPTF) and San Jose Parks, Recreation and Neighborhood Services, successfully implemented and brought closure to the comprehensive 2005-2007 "Reclaiming Our Youth" Strategic Work Plan that focused on providing a continuum of services: prevention, intervention and suppression services. Under the leadership of Mayor Chuck Reed and through an extensive community input process that began in spring 2007, the Mayor's Gang Prevention Task Force (MGPTF) and BEST successfully migrated from the 2005-2007 MGPTF "Reclaiming our Youth" Strategic Work Plan to the newly adopted *Action Collaboration Transformation (ACT)*: *A Community Plan to Break the Cycle of Violence and Foster Hope – The MGPTF 2008-2011 Strategic Work Plan*.

Customer Profile Trends

The FY 2007-08 Customer Profile remains similar to the previous year with a few exceptions.

- San José BEST Programs collectively served youth with Low Assets as determined by the Risk Avoidance, Protective and Resiliency Assessment (RPRA) instrument.

- In FY 2007-08, 4,520 youth were served. Of customers served, 53% were male and 47% were female. The ethnicity of BEST customers served continues to remain unchanged with a slight increase of 3% for Latino youth.

Table 2

Profile of BEST Customers Cycle 17
4,520 Youth Served
71% of Youth Served were 15 - 20 years of age
53% of Youth Served were Male
47% of Youth Served were Female
71% of Youth Served were Latino
12% of Youth Served were Asian/Pacific Islander
7% of Youth Served were Black/African American
5% of Youth Served were White/Caucasian

- Similar to the previous year, the majority of youth being served by BEST Providers reside in the Eastside of San José, specifically in the King/Ocala/Overfelt HS zip code of 95122. This year saw a 10% decrease in youth being served in the Mayfair area - zip code 95116. Youth served in the Silver Creek/Boggini & Dove Hill Park zip code of 95121 increased by 6% from the previous year and landed in the top five zip codes served by San José BEST. Finally, the number of youth served in the Evergreen zip code of 95112 decreased by 5%.

Table 3

Zip Code Where Most BEST Customers Live				
Region	Zip Code	FY 07-08	Number	FY 06-07
King/Ocala/Overfelt HS	95122	1	999	3
Andrew Hill HS/Edenvale	95111	2	449	2
Mayfair	95116	3	430	1
Alum Rock/James Lick HS	95127	4	382	4
Silver Creek/Boggini & Dove Hill Park	95121	5	264	-
Evergreen	95112	6	213	5

- Each year, the evaluation team reports on the referral source of youth clients for all BEST grantees collectively. This data is important because it is reflective of the partnerships that are developed and established by grantees with the community-at-large and partnerships throughout the City. As the table indicates below, FY 2007-08 saw a 5.7% decrease in referrals of youth to BEST Providers from both the Police Department and Juvenile Justice System from the previous year. However, the percentage of youth that self referred for BEST services increased by 2.3%.

Table 4

San Jose BEST Referral Source Comparison FY 2006- 2008			
	Last Year	This Year	Difference
Police	1.6%	0.6%	-1.0%
JuvJust	16.6%	14.5%	-2.1%
School	45.7%	45.1%	-0.6%
Parents	14.3%	13.7%	-0.6%
Friend	1.2%	1.7%	0.5%
Self	12.3%	15.2%	2.9%
MGPTF	2.0%	2.0%	0.0%
Other	6.2%	7.3%	1.1%

Other City of San José and BEST Initiatives
Parent Trainings

Through funding made available by the Office of Juvenile Justice Delinquency Prevention (OJJDP), San José BEST funded eight (8) grantees to provide parent trainings focused on various topics, including gang awareness and juvenile justice, addiction prevention, community involvement, disaster preparedness and family violence prevention. The San José BEST grantees that delivered parent trainings during Cycle 17 include:

- California Community Partners for Youth (CCPY)
- California Youth Outreach (CYO)
- Catholic Charities
- Eastfield Ming Quong (EMQ)
- Fresh Lifelines for Youth (FLY)
- George Mayne School
- Mexican American Community Services Agency (MACSA)
- Volunteer Center of Silicon Valley (VCSV)

Finally, San José BEST funds supported various other intervention programs throughout the City in 2007-08, including co-sponsoring the City of San José Handball League with the Striving Towards Achievement with New Direction (STAND) Program, Safe School Campus Initiative (SSCI) Program, the Alum Rock Youth Center, the Washington Youth Center and California Youth Outreach. Additionally, San José BEST supported late night recreation center programming, Cinco de Mayo intervention activities and the Summer Safety Initiative. Following are a few highlights of the handball league, Summer Safety Initiative and Cinco de Mayo intervention activities.

City of San José Handball League Highlights

This year's Handball League championship game was held on Monday September 15, 2008, between Silver Creek and Fair. For the first time, the Handball League coaches were able to have all four teams in the gymnasium during the playoffs and the championship games at the same time.

The Silver Creek teams' presence in the championship tournament represented their third year of participation. Both teams played well and demonstrated heart, confidence and sportsmanship. However, Silver Creek took an early lead making it challenging for the Fair Youth Center team to catch up. Silver Creek won with a score of 21 to 13.

The 3rd Place game between Northside Community Center (NCC) and Washington Youth Center (Washington) was exciting. Both NCC and Washington were new to the league this year. Both teams played extremely well and conducted themselves with great sportsmanship. NCC represents some of the best sportsmanship in the league. NCC took 3rd place defeating Washington 21 to 12, ending their season with an overall 6-1 record with a loss in the playoff to Fair Youth Center.

Washington United Youth Center staff, along with support from Firehouse, broke barriers this season with kicking off the first ALL TEAM handshake with Silver Creek after the game. After the first ALL TEAM handshake, all the staff from different teams repeated the same ritual with much success. This year represented the first year this happened in the Handball League in the past four years. This is part of a strategic goal to have youth from different communities socialize in a positive atmosphere.

The King of the Courts is the Handball League ALL STAR game. The top four players from each team compete in a single elimination tournament to determine who the BEST PLAYER in the league is. The ALL STAR game had seven out of the eight teams represented with 29 youth competing. Staff took great precaution to ensure safety for all youth as teams from different communities came together and engaged in a positive manner-- unseen in previous years.

Cinco De Mayo Intervention Activities Highlights

Several San José BEST Providers and City of San José Intervention program staff, during the Cinco De Mayo weekend, coordinated to take youth customers on recreational and reflective activities to ensure their safety and well-being during a two-day period when youth are most at risk for engaging in unhealthy behaviors.

This year, two of the San José BEST providers that collaborated to ensure the safety of ten youth in the Washington area of San Jose were Catholic Charities and Firehouse. Ten youth participated in a two-day river rafting excursion down the American River. On this excursion, youth had an opportunity to reflect on how they had been living their lives, and what the trip meant to them. Many of the youth shared how the rocks in the river bed were symbolic representing obstacles in their life and that taking a chance to go over the rocks, back paddle, or look at an alternative route represented different avenues by which they could reach their desired destinations. Many youth shared that they noticed an absence of sirens or emergency vehicles blaring their horns, and they felt safe, and did not feel the need to constantly look over their shoulders.

Safe School Campus Initiative (SSCI) staff organized several overnight camping trips to Manresa State Park and Sunset Beach for youth that were identified as high risk. During the Manresa State Park trip, youth had an opportunity to engage in play and recreation like football, swimming at the beach, sharing stories with one another to learning how to work together to prepare meals, clean-up after meals and around the camp site. Before their departure, program staff and youth participants circled around the bonfire and shared an honest moment with one another where everyone shared a few last words before leaving the camp site.

Many of the youth that participated on the Sunset Beach outing expressed that they had never before gone fishing and for some, this trip represented their first experience at the beach. Program staff showed them how to bait a hook, cast a line, set the drag and reel in for a catch.   As the trip came to a closure, participants expressed their regret about the trip not being an overnight excursion.

Safe Summer Initiative

On June 17th, the Mayor and the City Council approved an additional $242,804 to be administered by the City of San Jose Parks, Recreation and Neighborhood Services (PRNS) through the San Jose Bringing Everyone's Strengths Together (BEST) program to support the funding of the Safe Summer Initiative. On June 27th, 2008, the Office of the Santa Clara District Attorney announced an additional $100,000 to be added to the City's original amount for a total amount of $342,804.

The goal of the Safe Summer Initiative was to provide safe and fun recreational opportunities to all San José youth with an emphasis on gang-impacted and gang-involved youth residing in known "hot spot" areas. The wide variety of services provided an effective way of keeping youth engaged in positive, pro-social activities during the summertime break. The response to the Safe Summer Initiative Request for Proposal was very positive. 30 applications were funded for a total of $322,572 and 7,424 participants were served. Approximately 200 participants were served through the PRNS recreational programs.

The target areas and population include all police divisions (Central, Western, Foothill and Southern) with a special emphasis in areas considered as "hot spot" areas:

- Central Division – Jeannie/Forestdale (McKinley N. Center) , Peter Burnett Middle School, and 24th & Julian (San Jose High School)
- Foothill Division – Poco/Sunset (Lee Mathson Middle School and Independence High School), Kolmar Apartments (Capitol/Story) and Pop's Liquor (Ocala/King)
- Western Division – Washington United Youth Center, Cadillac/Del Mar High School & Rosemary Elementary and Alma Youth Center
- Southern Division – Andrew Hill/Solari Park/Singleton Area, Oak Grove High School and Roundtable/Edenvale Area.

Safe Summer Initiative activities included:

o Educational programs: literacy skills, study skills, education goal-setting skills, academic enrichment, self-esteem skills, leadership retreats, college campus visits, community service projects, back-to-school rallies, and multi-media skills in photography, and audio/video/music production.

o Recreational programs: included field trips to Monterey Bay Aquarium, museums, the Exploratorium, rock climbing, camping, hiking, and fishing trips, Great America, Marine World, tour of San Francisco, miniature golf, Family Movie & Dinner nights, surfing lessons, sporting activities and tournaments, river rafting, ropes challenge course, 2D & 3D art enrichment, cooking, dance and music lessons.

o National Night Out events that included games, Hip Hop and open microphone contests, food and refreshments, positive interaction with the SJPD, and community resource materials.

o Summer Camps: 200 Summer camp spaces were made available without cost to youth residing in Hot Spot areas.

o Baseball Camp: 10 baseball camps were held across the City serving 185 participants

o Extended pool hours   Extended the pool hours into the evening at pools in Hot Spot areas.

Participating agencies submitted a final report on their summer activities and noted some of the positive impacts the program had on the youth served:

1. "Because of our event, a mother who was considering removing her son from Independence High School reconsidered after seeing how the event inspired her son to believe he has a purpose in life and it has inspired him to excel in his studies."
2. "This student was on probation for a major offense that had landed him in juvenile hall – his older brother was also at juvenile hall. The student learned how to express his feelings and confided that he had once been chased home as men shot at him. The student is currently passing all of his classes and plays on the junior varsity football team. He no longer hangs out with his friends who were involved in the police incident even though they attend the same high school."
3. "The water-rafting experiences allowed the participants to bond and learn that team building required teamwork. One participant exclaimed "This is the best day of my life!""
4. "Exposing youth to new experiences and ways to have fun without turning to alcohol or other drugs has been most rewarding."
5. "Social skills were put to test at the Santa Cruz Beach Boardwalk. Many of our participants were Sureños with gang-related tattoos. Some Norteños that were ahead in line noticed the tattoos and started to create problems not only for our youth, but for the ride operator as well. Our youth ignored them and the Norteños causing the problems were escorted off the property. Our youth saw how gang affiliation can affect them when they are out in public places. They learned coping skills and understood the direct benefit to them was the ability to finish the event without any violence."

Section 2
Historical Review of BEST

San José Mayor's Gang Prevention Task Force -17th Year

The MGPTF Strategic Work Plan calls for the BEST Grantees to focus on providing gang-involved youth with intervention services. This is a change from prior years when BEST's continuum consisted of prevention and intervention programs. This change focused BEST Grantees on providing high risk youth with intervention services, which, generally, cost more than prevention services. New partnerships and capacities are being formed and developed to focus on this new mission for BEST Grantees. The prevention strategies have been delegated to Healthy Neighborhood Venture Fund, San José After School, and San José Parks Recreation and Neighborhood Services funded services. This effort began four years ago in Cycle XIV. A new community process with town hall meetings and focus groups developed a revised strategic work plan for 2008 - 2011 facilitated by Mayor Reed's Office. While the new plan was being developed and approved, BEST operated under the prior strategic plan.

The following is an excerpt from the old strategic plan, *A Call to Action - Reclaiming our Youth - The Mayor's Gang Prevention Task Force (MGPTF) 2005-2007 Strategic Work Plan.* "MGPTF is a collaborative effort involving private citizens, city, county, state, local community-based organizations, youth commissioners, schools, parents, faith community, and local law enforcement. During many hours of meetings and work sessions, stakeholders engaged in candid and impassioned conversations about the best approaches to rescue youth from gang involvement and criminal activity. The most enduring memory of those sessions was the genuine commitment to do what is best for San José's youth made by so many diverse members of the community. These many contributors united behind a plan to positively intervene in the lives of its youth – to 'reclaim' them from anti-social pulls that have disconnected them from their families, schools, communities, and their futures. Stakeholders made a clear commitment to reclaiming San José's youth by getting them back into schools, reconnecting them with their families and communities, providing them with a supportive and healthy environment to learn and grow, and redirect them toward more pro-social behaviors. Ultimately, we envision youth who maintain a sense of responsibility for their actions and accountability to themselves and others."

In his first State of the City Speech, San José Mayor Chuck Reed challenged the residents of San José:
"Please begin with me, starting today, to help build San Jose into a great city.
• A city that is a great place to live, work and raise a family.
• A city that has clean and safe neighborhoods with good schools.
• A city that is fiscally responsible and efficiently delivers quality services for its people.
• A city with a downtown that is vibrant with arts, culture and entertainment and is connected by BART to a world-class airport.
• A city with sustainable growth that preserves open space and protects the environment.
• A city with full funding for parks, pools, community centers and libraries.
• A city that merits the trust and confidence of the people.
• A city that is the Capital of Silicon Valley, the innovation center of the world and a beacon of peace and prosperity for the world."

The City of San José attributes much of its success in remaining one of the safest big cities in America to the work of the Mayor's Gang Prevention Task Force (MGPTF). The MGPTF, one of San José's leading grass roots initiatives, addresses issues of gang violence, and provides support to gang-involved youth and their families. The MGPTF model brings together the appropriate individuals and organizations to discuss community safety issues. The MGPTF model reinforces the notion that collaborative efforts, spanning a broad spectrum of community partners, helps to ensure that a large number of stakeholders accept responsibility and accountability for the safety, health, and welfare of its youth, families, and communities. Under the auspices and leadership of Mayor Chuck Reed, the City of San José, the MGPTF, and its partners have renewed their commitment to ensuring the overall safety and health of all the city's youth, as well as to help keep San José one of the safest big cities in America. *Action Collaboration Transformation (ACT): A plan to break the cycle of youth violence and foster hope - The Mayor's Gang Prevention Task Force (MGPTF) 2008-20011 Strategic Work Plan* reflects this continued commitment.

The MGPTF and its members are continuing to coordinate the entire continuum of services from early care to suppression for San José. The BEST Grantees this year are focusing their efforts and effects on intervention services for high risk and gang-involved youth.

San José continued to be the safest big city in America from 2001 until 2006. San José was rated 3rd in 2007 making it still one of the safest big cities in America.

MGPTF Continuum of Care

Early Care	Prevention	**Intervention**	After Care	Suppression
	Early Intervention	High Risk Intervention		
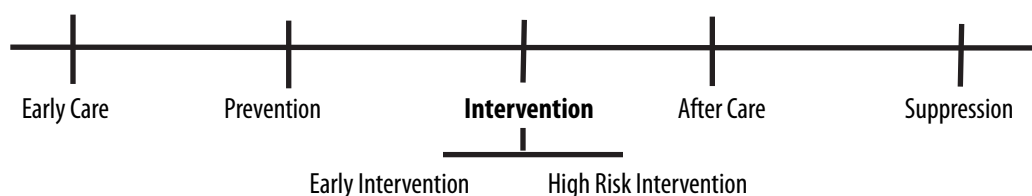
Historical BEST Funding

The following table shows the BEST funding evaluated since 1992 and Cycle 1. In the 17 Cycles of BEST funding, BEST has funded $34 million and matched this funding with $31 million for a total of $65 million used to provide 10 million hours of service to San José children and youth.

Table 5

BEST Funding Cycle	BEST Funding Evaluated	Matching Funds	Percent Match	Hours of Service	Cost per Hr. BEST $	Cost per Hr. Total $
Cycle 1 1992	$ 1,500,000	$ 180,000	12%	208,945	$ 7.18	$ 8.04
Cycle 2 1993	$ 825,000	$ 95,000	12%	88,654	$ 9.31	$ 10.38
Cycle 3 1994*	$ 1,373,000	$ 698,000	51%	191,709	$ 7.16	$ 10.80
Cycle 4 1995	$ 1,956,000	$ 1,056,240	54%	777,542	$ 2.52	$ 3.87
Cycle 5 1996	$ 1,452,153	$ 1,357,658	93%	546,346	$ 2.66	$ 5.14
Cycle 6 1997	$ 1,653,727	$ 1,970,974	119%	640,071	$ 2.58	$ 5.66
Cycle 7 1998	$ 1,686,951	$ 2,194,363	130%	598,838	$ 2.82	$ 6.48
Cycle 8 1999	$ 1,823,736	$ 2,370,046	130%	752,255	$ 2.42	$ 5.57
Cycle 9 2000	$ 1,886,291	$ 2,333,048	124%	775,922	$ 2.43	$ 5.44
Cycle 10 2001	$ 2,515,544	$ 2,954,233	117%	1,217,415	$ 1.98	$ 4.30
Cycle 11 2002	$ 2,583,176	$ 3,217,418	125%	1,079,548	$ 2.39	$ 5.38
Cycle 12 2003	$ 2,411,885	$ 2,641,482	110%	966,537	$ 2.50	$ 5.23
Cycle 13 2004	$ 2,564,357	$ 3,039,983	119%	861,773	$ 2.98	$ 6.50
Cycle 14 2005	$ 2,367,278	$ 1,736,564	73%	316,394	$ 7.48	$ 12.95
Cycle 15 2006	$ 2,397,033	$ 1,627,367	68%	316,524	$ 7.57	$ 12.71
Cycle 16 2007	$ 2,407,325	$ 2,122,516	88%	298,816	$ 7.90	$ 14.34
Cycle 17 2008	$ 2,764,790	$ 1,407,766	51%	286,497	$ 9.65	$ 14.56
Total Funding	$ 34,168,246	$ 31,002,658	91%	9,923,786	$ 3.44	$ 6.57

Note: BEST and Matching funds are funds spent each year.

*No evaluation conducted for Cycle 3, therefore, numbers are from management reports
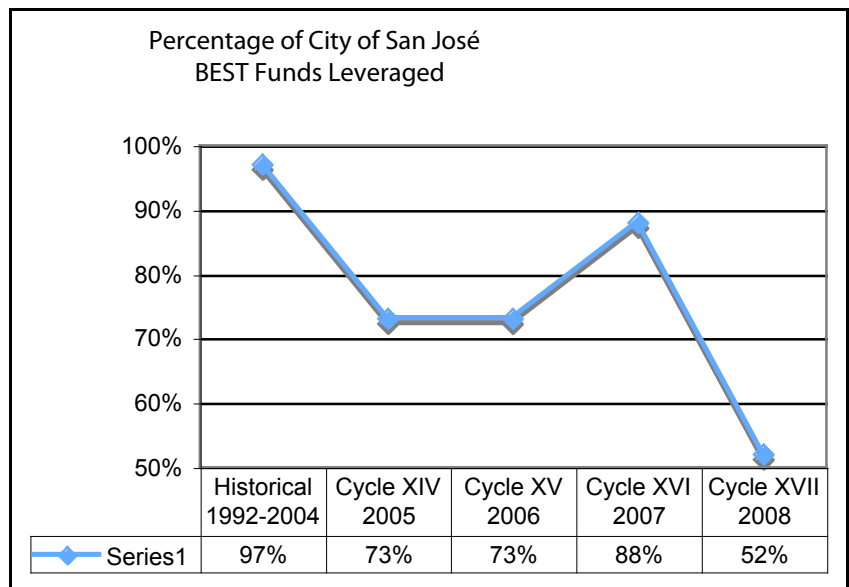
Why is this Important?
Municipalities across the country are struggling with bleak financial circumstances. The ability to leverage city grant funds is becoming increasingly important. With a highly competitive fundraising climate, BEST grantees must renew their effort to raise funds from private foundations, corporate sponsors, other government agencies, and other donors to match their BEST grant.

Historical Effort - Matching Funds

Each year, BEST-funded Service Providers have continued to grow their partnerships with other public and private partners to increase the amount of matching funds they use to expand their BEST funded services. The previous decline in matching funds indicated that the new focus on intervention would require providers and the city to reach out to some new partners and initiatives. BEST matching funding last year increased by 15% compared with the previous two years. This year matching funds have declined from 88% to 53%. This is a trend that needs to be addressed.
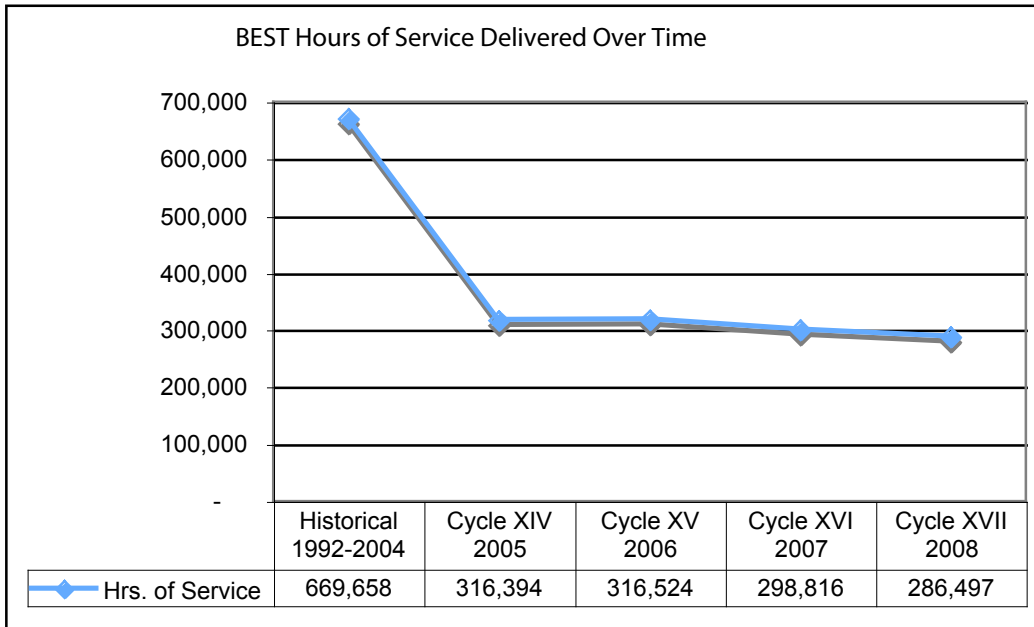
Chart 1

Percentage of City of San José BEST Funds Leveraged

	Historical 1992-2004	Cycle XIV 2005	Cycle XV 2006	Cycle XVI 2007	Cycle XVII 2008
Series1	97%	73%	73%	88%	52%

Historical Effort - Hours of Service

Over time BEST grantees have delivered 9.9 million hours of service to their youth customers and the youth's family. This year BEST grantees delivered 286,497 hours exceeding the planned 212,183 hours of service. The following chart shows the historical average from BEST Cycles 1992 through 2004, when BEST changed its funding to focus on intervention services. The hours of service for this year were slightly less than the hours from last year. Overall, hours of services have been steady for the last four years as BEST grantees focused on intervention services.

Chart 2

BEST Hours of Service Delivered Over Time

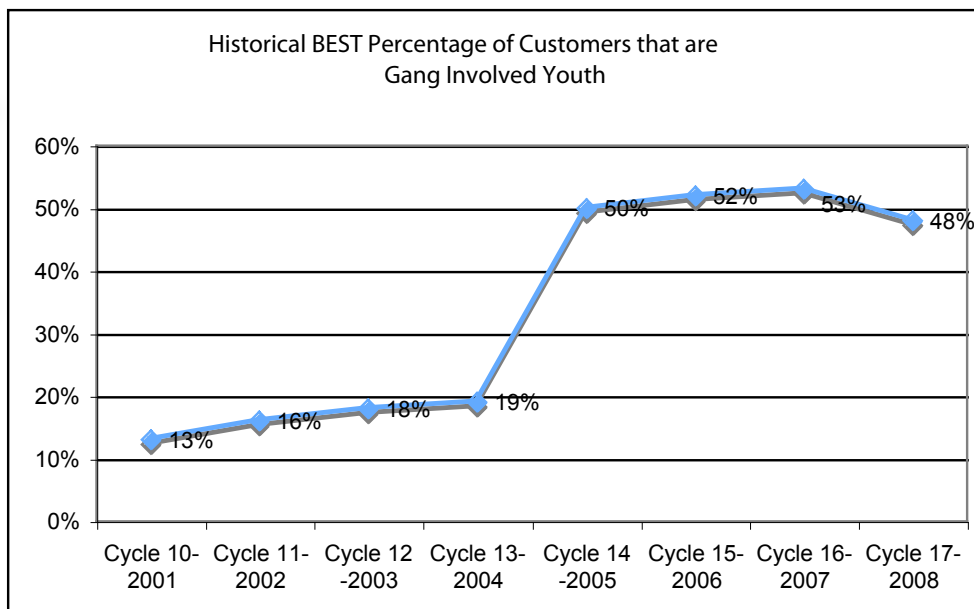|	Historical 1992-2004	Cycle XIV 2005	Cycle XV 2006	Cycle XVI 2007	Cycle XVII 2008
Hrs. of Service	669,658	316,394	316,524	298,816	286,497

Historical Effort - Type of Customer

Before implementing the last strategic work plan, an average of 19% of BEST customers were gang-involved youth. Following the mandate of the MGPTF to focus on intervention services, the percent of gang-involved youth customers increased by 158%. This year's BEST customers were 48% gang-involved youth down 5% from last year.

Chart 3

BEST Grantees were able to increase the number of gang-involved youth in BEST funded services by 158% from five years ago.

Historical BEST Percentage of Customers that are Gang Involved Youth

- Cycle 10-2001: 13%
- Cycle 11-2002: 16%
- Cycle 12-2003: 18%
- Cycle 13-2004: 19%
- Cycle 14-2005: 50%
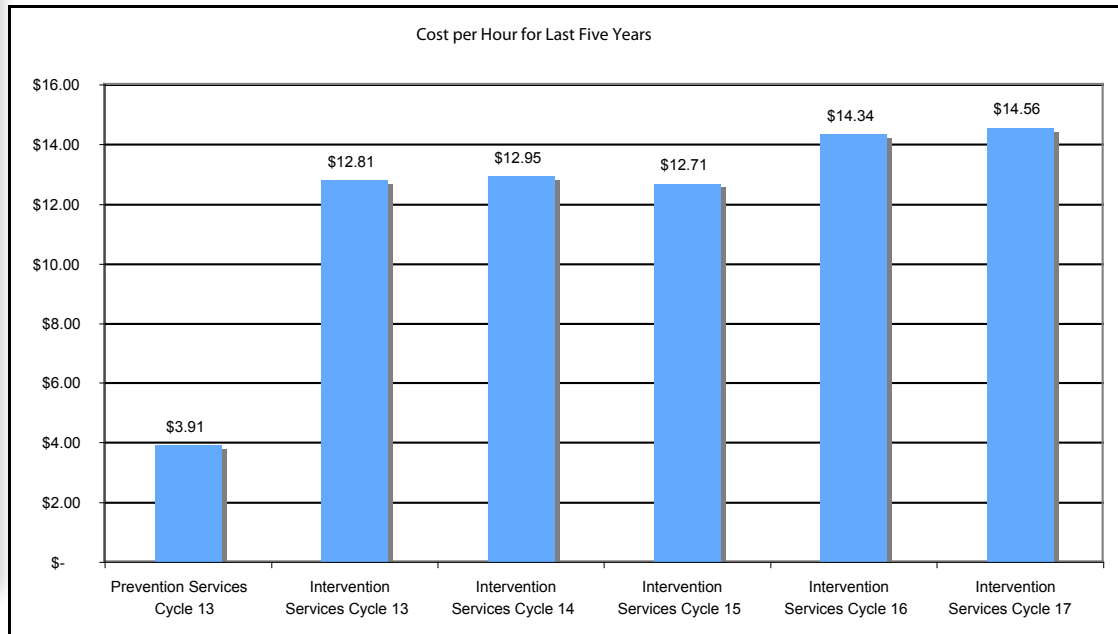- Cycle 15-2006: 52%
- Cycle 16-2007: 53%
- Cycle 17-2008: 48%

Why is this Important? BEST Grantees were asked to serve and focus more of their services on Gang-Involved Youth. These youth are harder to work with than some of the youth they have worked with in the past. BEST Grantees are continuing to establish new partnerships with other groups and initiatives to work with our gang-involved youth. Evaluators are impressed with the growth in capacity.

Historical Effort - Cost Per Hour - Efficiency

BEST's overall cost per hour for intervention programs has increased from last year's cost. BEST grantees are continuing to build their capacity to work with youth in groups, which should reduce costs in the future. The overall cost per hour is up slightly by 1.5% from last year.

Chart 4

Cost per Hour for Last Five Years

Category	Cost
Prevention Services Cycle 13	$3.91
Intervention Services Cycle 13	$12.81
Intervention Services Cycle 14	$12.95
Intervention Services Cycle 15	$12.71
Intervention Services Cycle 16	$14.34
Intervention Services Cycle 17	$14.56

Historical Effect - Measure of Effectiveness

For the sixth straight year, service providers surpassed the 60% target for service productivity. Service productivity is defined as the growth in new skills, knowledge, and positive behaviors as a result of the youth's participation in services – the measure of effectiveness. Service productivity is the measure of target changes achieved minus the changes missed. BEST providers measure common youth developmental assets (Asset Service Productivity), and each BEST grantee specifies service productivity (Grantee Service Productivity) unique to their ser-vices. Both measures of service productivity collectively met the performance goal of 60%. Since Cycle 12 in 2003, asset service productivity has increased by 30%, and grantee specified service productivity has improved by 21%. The trendline has leveled out for the last five years with BEST grantees collectively showing good service productivity scores.

Chart 5

Effectiveness of BEST Funded Services

Legend:
- Asset Service Prod.
- Grantee Service Prod.
- Linear (Asset Service Prod.)
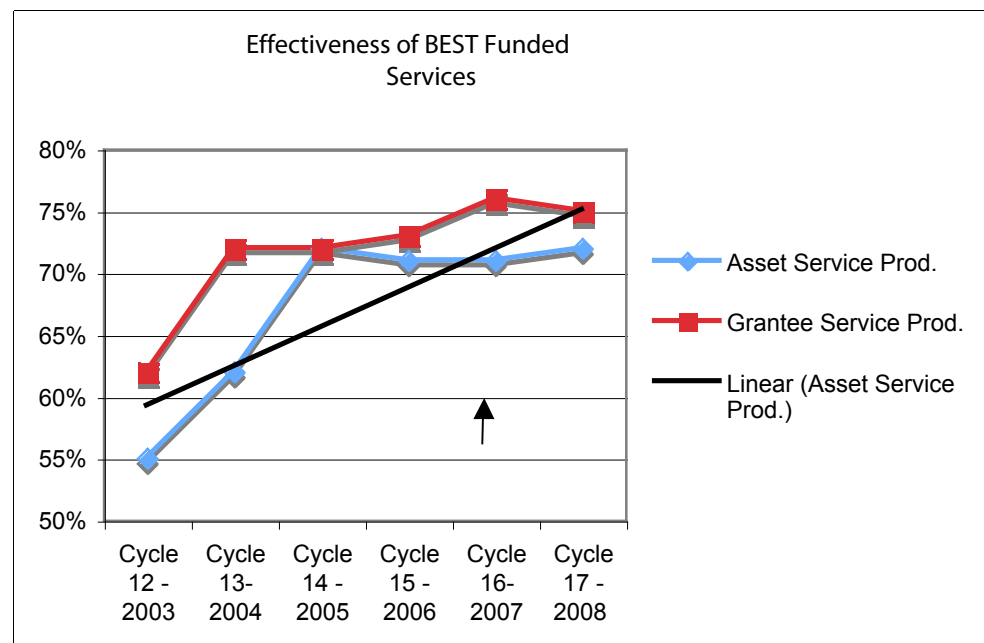
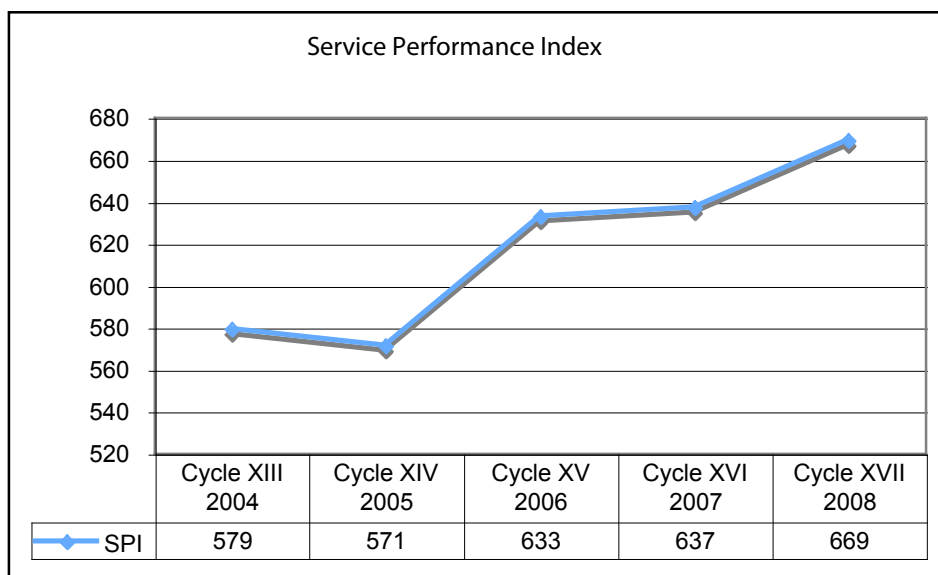# Historical Performance - Service Performance Index

BEST evaluators have developed a Service Performance Index (SPI) that can assist readers to review performance based on 19 data variables collected on each grantee. Whenever someone asks ,"What does the SPI mean?" the answer can be found in the model selected to guide the construction of such a score. The model selected for the SPI is the most widely used one to measure overall performance of for-profit and not-for-profit organizations. The performance criteria and rating system associated with the Malcolm Baldrige National Quality Award guided the construction of the SPI. The criteria are designed to help organizations use an integrated approach to improving performance by promoting:

- Delivery of ever-improving value to all customers and stakeholders, such as the children, youth, parents, and community residents of San José.
- Improvement of overall effectiveness and productive capabilities of any organization, such as the BEST service providers.
- Organizational and personal learning.

The U.S. Department of Commerce is responsible for the national award program, and the National Institute of Standards and Technology (NIST) manages the program. The American Society for Quality (ASQ) assists in administering the program under contract to NIST.

The BEST SPI scores are demonstrating continuous improvement over time. The score has increased by 16% over the last six years. This year's SPI score for all the BEST grantees was 669. The SPI score has shown an increasing trendline.

Chart 6

Service Performance Index

SPI	Cycle XIII 2004	Cycle XIV 2005	Cycle XV 2006	Cycle XVI 2007	Cycle XVII 2008
SPI	579	571	633	637	669

Why is this Important?

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The Performance Logic Model directs that data about effort and effects be presented for all agencies and each agency separately. This BEST evaluation produced information about nine categories of performance, six relating to effort and three relating to effects. Across the nine categories, 31 distinct measures are covered. Another 25 measures are processed and reported in the annual report. Since it is impossible to mentally combine this information to gain an overall impression of how well the BEST grantees performed, let alone compare two or more grantees, the evaluation team developed the Service Performance Index (SPI) to mathematically integrate the performance data.

RECOMMENDATIONS

The BEST Evaluation Team recommends the following:

1. City of San José should consider qualifying additional providers for next year. The current group of 23 qualified providers needs to be expanded to include additional providers. Additional qualified service providers will allow the increase in BEST funds provided by the City of San José to be used for direct services to high risk youth.

2. BEST should strongly consider returning to the historic practice of blending funding to maximize the efficiency and effectiveness of their programs by use of matching funds from partners to provide comprehensive services to high risk youth.

3. San José should strongly consider identifying additional facilities to operate programs and services for groups of high risk youth. San José is commended for the strategy of using City facilities for single nights to provide social/recreational/relationship-building activities for gang-involved youth. This practice should be expanded. The lack of facilities has resulted in a costly one-on-one case management approach to serving youth by BEST that has increased the cost per hour of service. Research clearly shows that youth behavioral changes can happen more efficiently through a well-run group of similar youth. By working in such groups, youth can build relationships with pro-social adults who assist the youth to maximize their resiliency assets. With the support of pro-social, caring adults youth become more resilient and able to bounce back from problems and find solutions that allow them to grow and prosper.

The historical strength of the BEST Program has been its ability to compete with gangs to win over the minds of our youth from an anti-social mindset to a pro-social mindset. BEST Service Providers have historically been more successful at recruiting these youth. A youth who is not involved in school and community programs is more likely to be a gang recruit. BEST service providers need to continue to find ways to convince these youth that they can have successful involvement in community services and education. BEST needs to continue to assist youth to have hope for the future, to set goals for their success in life, to have high expectations and to meaningfully participate in school, home, and the community. Most importantly, BEST should continue to provide new caring, structuring, pro-social adults in the lives of youth.

The most efficient and effective way to build these relationships is to utilize social/recreational/relationship-building activities where adults have a chance to build relationships through social recreational activities, community service, field trips, BBQs, art, music, hiking, camping, fundraising activities like car washes, youth-organized cultural events, and other activities. This allows the BEST-funded staff to build relationships with high risk, gang impacted youth and connect them to resources and services in the community. These activities, central to success-

ful prevention strategies, are also essential for successful intervention programs and strategies.

4. The Mayor's Gang Prevention Task Force should continue to work with school districts to find methods of recovering Average Daily Attendance (ADA) funds that are lost due to dropout or truant youth. The four-year dropout rate declined by 16% from last year; this a desirable direction and San José is on the path to answering the call to action by the new President of the California State Senate, Hon. Darrell Steinberg, to reduce the number of dropouts by 50% in the next ten years.

5. The MGPTF Technical Team should continue working together with the Alternative Education Collaborative of United Way of Silicon Valley to build a program for youth not attending school that will allow youth to build an educational plan based on an assessment of their current educational success. This is a highly recommended strategy.

The closure of Community Schools operated by the Santa Clara County Office of Education and the overall decline of 20% in alternative school slots in the last few years indicates the need for more alternatives and choices than the comprehensive high schools where our high risk youth have failed in the past. Evaluators indicate in this report the large number of youth who could use alternative schools and transition schools to get youth ready to function in comprehensive schools. The current economic climate coupled with the need to reduce local government spending is further justification to partner BEST service providers with school districts to recapture lost ADA funds from the State of California, and reconnect youth back to schools. Evaluators estimate that San José lost $14.5 million last year in unused funding due to youth reported as having dropped out of school.

The recapturing of ADA funds by reconnecting hard-to-serve youth to schools is a trend that continues moving in an undesirable direction. Our school districts are challenged and, too often, overwhelmed by the complexity involved in providing meaningful and successful educational programs for children and youth living with a combination of risk factors. The failure of schools to engage, educate, and graduate these children and youth results in a high number of youth "being out on the streets," thus, increasing the likelihood of criminal, anti-social mindsets and behavior. To ignore these youth is a short-sighted strategy on the part of schools and our community. As a community, we need to find a way to work with our school districts to assist them in building small schools in the community that can meet the needs of these youth with vocational and GED-type programs.

We cannot continue with the short-sighted practice of

balancing our state budget by abandoning our youth who are not succeeding in school. The long-term costs for society will continue to increase over time. Building new prisons is much more expensive than building the capacity to educate our youth with the greatest needs. Retired Judge Ambler said it best when he stated that, "***if you can't read - go to jail.***" In the last two years, 4,464 youth have dropped out of San José schools. This is enough youth to fill two high schools.

5. The gaps in service and evaluation data should be reviewed early in 2009 to ensure a full implementation of the new strategic work plan. There are a few gaps in services between the current BEST funding scope of work and the MGPTF Strategic Work Plan 2008-2011. For example, what is the strategy for doing additional gang intervention training, parent training, etc.?

6. Referrals to BEST Providers from the San José Police Department (SJPD) are down. During the strategic work plan focus group, process discussions should take place between providers and SJPD on how we might get referrals of youth from the police department personnel. For example, if a youth breaks a law and is not going to be incarcerated in Juvenile Hall, maybe the youth can be referred to some of the BEST programs for service to "make right" the wrong they have committed. Or if the youth is going to be incarcerated and the officer notices other younger siblings in the family that could use some intervention services to assist them not to follow in their sibling's footsteps, then a referral can be made for the siblings.

7. The MGPTF Technical Team should discuss some of the areas indicated in the fall 2008 survey of members of the MGPTF where a gap exists between the importance of a component and how well this strategy was implemented. For example, MGPTF members indicated a need to improve communication to enhance the crisis response when they ranked this statement fifth in importance and 20th in accomplishment. The actual statement reads as follows: "Established open and direct lines of communication between schools, law enforcement, community-based organizations, community center staff and community leaders to ensure an effective Crisis Response Strategy."

8. The MGPTF, BEST, and service providers should continue to pursue and offer professional development opportunities for staff related to serving youth and families. The Evaluators continue to be impressed with the staff of Cycle XVII BEST service providers. Staff members are highly dedicated to serving the needs of young people, and to treating youth with a high level of respect and acceptance. Project staff members also have an excellent understanding of current research on youth developmental assets. As a result, they have incorporated prevention, risk avoidance, protective assets, and resiliency asset development into their programs. For the most part, staff members are also committed

to the BEST evaluation process and have demonstrated their desire to practice continuous improvement.

9. Policy makers are encouraged to identify and pursue funding for prevention programs, for in the long run, prevention programs are a more effective use of resources. MGPTF members and BEST service providers are commended for refocusing their efforts on high risk and gang involved youth.

Section 3
BEST Evaluation Methodology
The Performance Logic Model

How is this report organized?

This report is organized according to Graphic 2 on the following page that explains BEST's Performance Logic Model Evaluation System. In this report, evaluators answer the questions indicated in Graphic 2 and discuss the theory of change behind the San José BEST effort. Notably, CCPA published a paper summarizing the BEST Performance Logic Model in an international journal, *Elsevier*, a pre-eminent authority in evaluation and program planning.[1] Three international evaluation experts did a blind review of the BEST Performance Logic Model before publishing the article.

Performance Logic Model

The BEST Evaluation System is based on a performance logic model (PLM). Logic models are a convenient way of describing why certain service activities ought to change the behaviors of those receiving services. In that respect, PLMs resemble path diagrams connecting causal variables to effects variables. They offer an alternative approach to evaluating programs that do not require random assignment to different groups (Julian, Jones & Deyo, 1995).

The elements of the PLM are shown in Graphic 2. Performance accountability is divided into three areas: effort, effect, and results. The logic model variables are listed in the second column: inputs, staffs, customers, strategies, activities, outputs, performance measures, and performance indicators.

The underlying logic of the PLM is that more effort on the part of staff and customers produces more outputs. More outputs guided by effective strategies produce more change in behaviors and greater satisfaction with services. As more BEST customers are served more effectively, a ripple effect on the larger community will occur, causing long-term population outcomes to increase for youth in San José.

San José BEST Performance Logic Model Evaluation System

The BEST Evaluation System is a synthesis of Mark Friedman's Results and Performance Accountability evaluation technique and the Theory of Change Logic Model evaluation technique. The fusion of the two systems allows for a functional and ongoing evaluation system well suited for BEST funded services. Mark Friedman, Director of the Fiscal Policy Studies Institute, points out that: "The Results and Performance Accountability and the logic model methods can be seen as complementary, not contradictory, approaches to evaluation."

1 Evaluation and Program Planning 28 (2005) 83—94. Available at www. elsevier.com/locate/evalprogplan

Accountability for Performance

Mark Friedman explains the principles of a results-based and performance accountability system as a way to hold programs and agencies accountable for performance. Mark Friedman gives the reason for performance accountability:

"Why bother with results and performance accountability? Trying hard is not good enough. We need to be able to show results to taxpayers and voters. Avoid the thousand-pages-of-useless-paper versions of performance measurement." The BEST Evaluation System replaces an endless system of multiple measures with a few valid measures of performance used by all grantees.

Theory of Change Logic Model

The BEST Evaluation System also incorporates the latest research and recommendations of researchers and evaluators that call for a "Theory of Change Logic Model" approach to evaluation designs (J.P. Connell, A.C. Kubisch, L.B. Schorr, C.H. Weiss). All the BEST Service Providers have incorporated the United Way of America recommended logic model system of evaluation into their BEST evaluations.

Lisbeth Schorr and the Theory of Change

A description of this "Theory of Change Logic Model" research is contained in Lisbeth Schorr's recently published research entitled *Common Purpose -- Strengthening Families and Neighborhoods to Rebuild America* (Schorr 1997). In her book, Schorr discusses the issues involved in applying experimental research designs to complex, multiple outcome, and community-based projects. Schorr points out that because experimental designs can only study variables that are easily quantifiable, complex community-based interventions tend to be ignored or short-changed.

Schorr calls for a theory-based logic model outcome evaluation. "By combining outcome measures with an understanding of the process that produced the outcome," states Schorr, "theory-based evaluations can shed light on both the extent of impact and how the change occurred." Lisbeth Schorr documents numerous examples of research and evaluation studies using new evaluation methods that allow social scientists to observe more complex and promising programs. Schorr challenges evaluators to put less emphasis on elegant and precise statistical manipulation and more emphasis on usable knowledge. This useful knowledge will serve as critical information for the BEST to render thoughtful budget and policy direction, as well as continuous improvement strategies.

The BEST Performance Logic Model Evaluation System is an integration of the Logic Model and Mark Friedman's Results and Performance Accountability.

During the last decade, the San José BEST Evaluation Team worked with BEST staff and grantees to design and implement this integrated evaluation system. The components of the BEST Evaluation System Performance Measures are divided into four categories: Effort, Effect, Performance, and Results.

Graphic 2 – Evaluation Model

BEST Performance Logic Model Evaluation System					
Performance Accountability Model	Logic Model	BEST Evaluation Questions	Where We Get Data	Performance Goal	Theory of Change
E F F O R T	Inputs	What did BEST spend on services?	BEST Invoices from Grantee to City of S.J.	Spend greater than 95% of funds.	T H E O R Y O F C H A N G E
	Staff	Who were the staffs providing service?	Staff Surveys, Focus Groups and Interviews	Hire staff indicated in contract with City.	
	Customers	Who are our children and youth customers?	BEST Quarterly Reports from Grantees to City	Serve youth indicated in contract with City.	
	Strategies	What service strategies did we conduct?	BEST Quarterly Reports to City, Interviews, Surveys, and Site Visits	Provide service strategies contracted with City	
	Activities	How much service did we provide?	BEST Quarterly Reports to City of S.J., Interviews, Survey and Site Visits	Provide 95% of contracted planned services.	Child and Youth Developmental Theory as indicated in BEST Strategic Plan. Focused on Risk Avoidance, Protective, Resilience, and Social Attachment Assets as key elements in the betterment of children and youth.
	Performance Measure Outputs	How much did the service cost to deliver?	BEST Quarterly Reports to City of S.J.	Cost per hour is the same or below cost contracted.	
E F F E C T	Performance Measure: Customer Satisfaction	Were our youth and parent customers satisfied with our service?	Surveys of Children, Youth, and Parents	Customer satisfaction rate is greater than 80%.	
	Performance Measure Productivity Outcomes	Was our service effective in producing change for the better for our customers?	Surveys of Children, Youth, Parents, and Staff	Service productivity is greater than 60%.	
R E S U L T S	Result Indicators & Intermediate Outcomes	How are BEST customers doing with the indicators for school success, health and wellness, and transition to adulthood?	Data collected by other agencies and BEST Grantees	No performance goals are set for those results attributed to the efforts and effects of everyone in San José working to raise healthy children and youth.	Strengths-based approach to serving children, youth, and their families. Focused on how customers use their strengths and assets to be better off.
	Population Long Term Outcomes	In general, how are the children and youth doing in San José over time? This is the result of everyone in our community working together.	Data collected by other agencies and BEST Grantees		

Methodology of the BEST Performance Logic Model

The values and concepts described below are embedded beliefs and behaviors found in high performing organizations. They are the foundation for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action and feedback. The BEST Performance Logic Model Evaluation System is based on the principles and practices of Continuous Quality Improvement (CQI). CQI is practiced by many public and private agencies to measure and improve their products and services to their customers.

Community Crime Prevention Associates (CCPA) is going beyond traditional program evaluation methods to promote high quality services by non-profit service agencies. This summary of how high quality services can be provided is intended to inform service agency managers and government overseers of the distinctions between traditional evaluation methodology and quality improvement.

The chief distinction is that program evaluation is post-hoc and one-shot. Evaluation reports address what happened. A different evaluation study must be designed to address each question, often stated as a hypothesis. Continuous quality improvement is a current, ongoing activity. Sometimes distinct studies are designed, but there are other ways to function as a service agency, so that high quality services are provided. Quality improvement occurs as a regular part of each day's work within every service agency. The methods employed must be accessible to program staff, thus requiring a minimum of training in their application. CCPA sees its role as an evaluation company performing program evaluations in the context of service agency staff utilizing our reports to improve their services. CCPA also provides technical support to agency staff to assist them in improving the quality of the services.

CQI defines quality as meeting or exceeding the needs and expectations of the customer. BEST considers the child and their parents as their primary customers whose feedback is important to the continuous improvement of services.

CQI requires information about customer outcomes; administrative, staff, cost, and financial performance; competitive or collaborative comparisons; customer satisfaction; and compliance. Data should be segmented by, for example, types of service, customer ages, and strategic priorities to facilitate analysis.

Analysis of the data found in this report refers to extracting larger meaning from data and information to support decision-making and service improvement. Analysis entails using data to determine trends, projections, and cause and effect that might not otherwise be evident. Analysis supports a variety of purposes, such as planning service delivery, reviewing your agency's overall performance, improving operations, accomplishing change management, and comparing your agency's performance with that of competitors, with similar organizations, or with "best practices" benchmarks. A major consideration in performance improvement and change management involves the selection and use of performance measures or indicators. The measures or indicators selected should best represent the factors that lead to improved customer outcomes; improved operational, financial performance. A comprehensive set of measures or indicators tied to customer and organizational performance requirements represents a clear basis for aligning all processes with the grantee organization's goals and the BEST Strategic Plan. Through the data collection, tracking, and analysis of BEST data, our measures or indicators themselves may be evaluated and changed to better support BEST goals.

Baldrige Awards for Quality

In 1987 the United States created a quality award program to encourage more companies to develop quality systems. Here are the guiding principles behind the Baldrige Awards for quality as it applies to your organization's youth and human services.

Visionary Leadership - Your organization's senior leaders (administrative/operational and service provider leaders) should set directions and create a customer focus, clear and visible values, and high expectations. The directions, values, and expectations should balance the needs of all your stakeholders.

Customer-Focused Excellence - The delivery of services must be customer focused. Quality and performance are the key components in determining customer satisfaction, and all attributes of customer care delivery factor into the judgment of satisfaction and value.

Organizational and Personal Learning - Achieving the highest levels of organizational performance requires a well-executed approach to organizational and personal learning. Organizational learning includes both continuous improvement of existing approaches and significant change, leading to new goals and approaches. Learning needs to be embedded in the way your organization operates.

Valuing Staff and Partners - An organization's success depends increasingly on the diverse backgrounds, knowledge, skills, creativity, and motivation of all its staff and partners, including both paid staff and volunteers, as appropriate.

Building Partnerships-Organizations need to build internal and external partnerships to better accomplish overall goals.

Agility -Success in today's ever-changing environment demands agility—a capacity for rapid improvements in service quality. Agility encourages improvements in organization, quality, cost, customer focus, and productivity.

Focus on the Future -In today's environment, creating a sustainable organization requires understanding the short- and longer-term factors that affect your organization and marketplace.

Managing for Innovation - Innovation means making meaningful change to improve an organization's services, programs, processes, and operations and to create new value for the organization's stakeholders. Innovation should lead your organization to new dimensions of performance innovation.

The Service Performance Index used in this evaluation uses the Baldrige criteria to give each grantee a SPI score of between 0 and 1000. This SPI score uses 19 variables to build the SPI score.

Management and Evaluation by Fact

An effective organization depends on the measurement and analysis of performance. Such measurements should derive from service needs and strategy, and they should provide critical data and information about key processes, outputs, and results. Many types of data and information are needed for performance management. BEST, working with their grantees, and CCPA are collecting numerous measurements that are used to set performance goals. The following chart explains the types of measurements and instruments used to provide data and facts to manage, evaluate, and continuously improve BEST-funded services.

Graphic 3

Instrument	Information Collected	Time of Collection
Scope of Work	Contracted scope of work, quarterly progress reports, demographics on customers	Contracted plan at time of contract approval, four quarterly reports
Financial Report	Contracted budget with four quarterly invoices	Contracted budget at time of contract approval, four quarterly reports
Scope of Work Narrative	Explanation of success in fulfilling the scope of work	Provided with each quarterly report
Child & Youth Customer Satisfaction Survey	All grantees survey child and youth customers with similar satisfaction question.	Collected twice a year from customers or at the end of any program cycle.
Parent Customer Satisfaction Survey	Parents are asked four customer satisfaction questions about the services their child received.	Collected twice a year from parents or at the end of any program cycle.
Child & Youth Asset Development Survey	All grantees survey child and youth customer with similar asset development service productivity question.	Collected twice a year from customers or at the end of any program cycle.
Parent Assessment of their Child's Asset Development Survey	Parents assess the growth in their child's developmental assets. All grantees measure similar assets.	Collected twice a year from customers or at the end of any program cycle.
Staff Assessment of Each Customer's Child and Youth Asset Development Survey	Staff assess the growth in their child customer's developmental assets. All grantees measure similar assets.	Collected twice a year from customers or at the end of any program cycle.
Child & Youth Grantee Selected Survey on Targeted Changes	All grantees survey child and youth customer with their own specific selected service productivity question.	Collected twice a year from customers or at the end of any program cycle.
Parent Assessment of Their Child's Grantee Selected Survey on Targeted Changes	Parents assess the growth in their child's grantee selected targeted changes.	Collected twice a year from customers or at the end of any program cycle.
Staff Assessment of Each Customer's Grantee Selected Survey on Targeted Changes	Staff assess the growth in their child customer's grantee selected targeted changes.	Collected twice a year from customers or at the end of any program cycle.
Risk Avoidance, Protective and Resiliency Assessment	Child and youth assess their assets to a normed instrument that indicates asset levels.	Minimum of once a year with the option of doing it twice a year.
Focus Group with Grantee Staff	Evaluation Coach meets with staff for a focus group to discuss the effort, effect, performance and results of SJ BEST services.	Focus groups occur in the first or second quarter.
Staff Continuous Quality Improvement Questionnaire	Each staff is asked to indicate their experience and education, rate the work experience, rate their organizations effectiveness, rate their program design components, and rate programs exemplary practices.	Once a year from each staff member.
Site Visits and Observations	Evaluation Coaches conduct site visits, interview customers and staff, and complete observation instrument.	Minimum of two site visits with a maximum of six site visits if needed.

Section 4
San José Mayor's Gang Prevention Task Force
Strategic Work Plan Evaluation Executive Summary

This year was a transition year for the MGPTF which continued to implement a comprehensive Strategic Work Plan for 2005 to 2007 entitled "Reclaiming Our Youth" focusing on providing a continuum of services: prevention, intervention, and suppression services. Over the past twelve months, the MGPTF has continued to operate, executing the strategies under this work plan while also facilitating a comprehensive strategic planning process toward the goal of approving a new plan for 2008-2011. The new plan is entitled "Action Collaboration Transformation (ACT): A Community Plan to Break the Cycle of Violence and Foster Hope- The Mayor's Gang Prevention Task Force (MGPTF) 2008-2011 Strategic Work Plan." This report evaluates the MGPTF Strategic Work Plan using the new 2008-2011 work plan to present the evaluation data. The report is found in Part 3 of this report. The following is a summary of the findings.

Action Collaboration Transformation (ACT):
A Community Plan to Break the Cycle of Violence and Foster Hope
The Mayor's Gang Prevention Task Force (MGPTF)
2008-2011 Strategic Work Plan
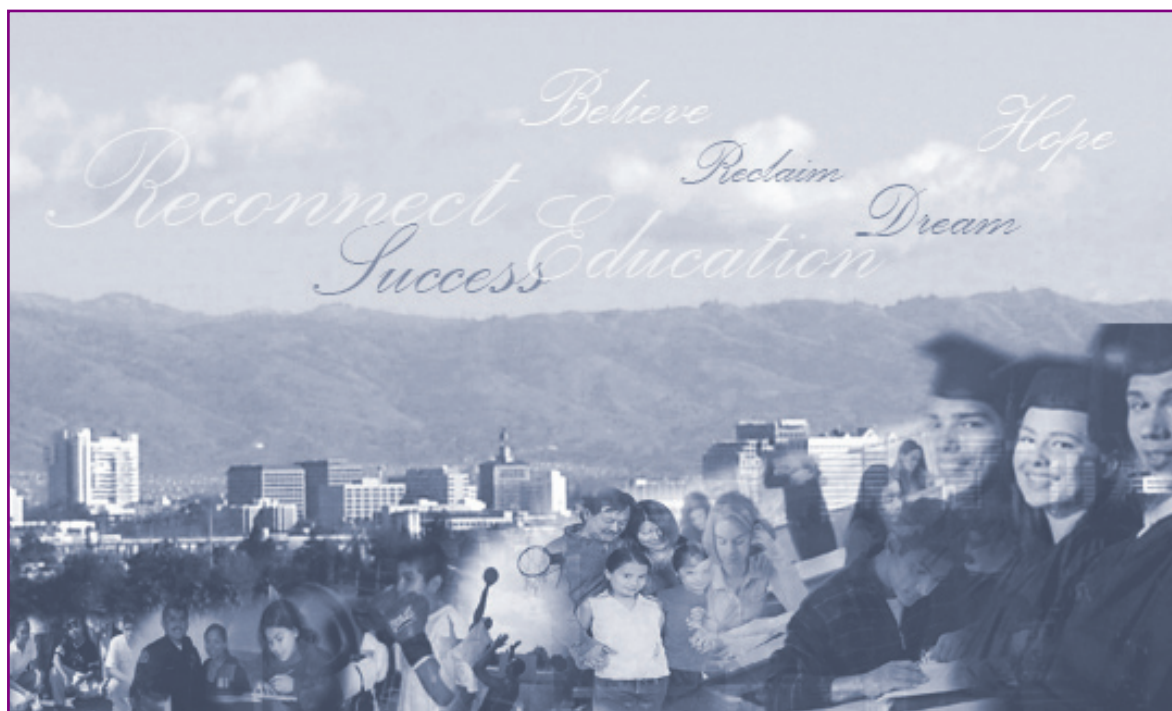
Action Collaboration Transformation (ACT): A Community Plan to Break the Cycle of Violence and Foster Hope - The Mayor's Gang Prevention Task Force (MGPTF) 2008-2011 Strategic Work Plan, is a collaborative effort involving youth; private residents; city, county, and state government; community and faith-based organizations; schools; parents; and local law enforcement. This document was developed following an extensive community input process that began in spring 2007 with a retreat that involved community-based organizations serving as members of the Technical Team. The community-at-large participated in the input process from April to May 2008, and included forty-three (43) focus groups that were facilitated at sixteen (16) distinct convenings involving over 1,200 participants.

The MGPTF embarked upon an extensive community outreach process with the intention of capturing input from the different segments that make up San José's diverse community. Emphasis was placed on gathering input from youth through schools, community centers, the Youth Commission, as well as detention facilities such as juvenile hall and the ranches. Town hall meetings were held throughout the city to afford all residents access to the process to voice their concerns, ideas, and commitment to reduce violence and anti-social behavior. One of the greatest strengths of the MGPTF is that it is inclusive and collaborative in its functioning, as was evident through the deliberate effort to dialogue with the community in developing the next iteration of the strategic work plan.

Community Crime Prevention Associates was responsible for the drafting of the strategic work plan working closely with colleagues from the Mayor's Office, Department of Parks, Recreation, and Neighborhood Services, San José Police Department, the MGPTF Policy Team, the City Manager's Office, and the community-at-large. A representative committee of these collaborators convened a series of meetings to review and discuss the drafts to ensure that the development of the goals and objectives was reflective of the input that had been gathered and took into account the existing capacity. The final draft of the Strategic Work Plan 2008-2011 was approved for adoption by the City Council on September 23, 2008.

Since 1991, a sustained commitment has been put forth by a diverse group of stakeholders, representing a range of entities, to "ACT" in the best interest of San José's youth and families. With the leadership and support of Mayor Chuck Reed, these many contributors, both continuing and new, remain united behind a plan to intervene in the lives of its youth – to "ACT" to address the anti-social forces of influence that have disconnected them from their families, schools, and communities. The plan incorporates the latest research on successful approaches to healthy youth development across a continuum of care with an emphasis on reclaiming gang-involved and disconnected youth through intervention services. Acting in the interest of San José's youth is a commitment on behalf of the community to get them back into schools, reconnect them with their families and communities, provide them with a supportive and healthy environment to learn and grow, and redirect them toward more pro-social behaviors. Ultimately, the goal is for youth to act with a sense of responsibility for their actions and accountability to themselves, their families and the community. San José's youth will be afforded the opportunity and support to personally transform themselves and their circumstances while those seeking to employ intimidation and fear to exert their influence on the residents and neighborhoods of San José will be held personally accountable to the full extent of the law.

The five guiding principles that drove the development of the new Strategic Work Plan are:

1. **We value our youth.**
2. **We cannot arrest our way out of this problem.**
3. **We will address this community challenge with a community response.**
4. **We will hold our youth accountable for their actions and assist them to get back on the right path.**
5. **We will not give up on any youth and are committed to facilitating personal transformation.**

The new strategic work plan is a call to action for all community stakeholders to renew their commitment to ensuring the health and well being of the youth of San José. We invite you to join us in reaffirming our collective effort to implement this plan to "ACT" in the best interest of San José's youth.

Mission

The mission of the MGPTF is stated as follows:

"We exist to ensure safe and healthy opportunities for San Jose's youth, free of gangs and crime, to realize their hopes and dreams, and become successful and productive in their homes, schools, and neighborhoods."

Vision

The vision of the MGPTF is described as follows:

"Safe and healthy youth connected to their families, schools, communities, and their futures."

Promoting Personal Transformation and Accountability

The MGPTF Continuum of Care is designed to afford youth the opportunity, at different stages in their development, to recognize anti-social behaviors and the alternatives that they can exercise to develop their talents, skills, and abilities through pro-social activities. Youth who are willing to invest the time and effort in transforming themselves and their circumstances will have access to and the support of a number of experienced service providers who are vested in the short- and long-term success of their youth clients. A vigorous effort will be made to afford every youth client served through the Continuum of Care the opportunity to utilize the resources available to realize their potential and develop their capacity to be contributing members of the community. Accordingly, the age range of eligible clients has been amended to include younger clients who might benefit from early care and prevention services.

Youth who choose to employ violence and intimidation to exert influence on neighborhoods will be subject to an equally vigorous effort to disrupt and suppress their activities. The prosecution of violent offenders, whether youth or adult, will be pursued to the full extent of the law to hold individuals personally accountable for inflicting physical or any other harm upon members of the San José community. Mission
The mission of the MGPTF is stated as follows:

MGPTF Members Indicate Effectiveness

A survey of MGPTF members in the fall of 2005, 2006, 2007 and 2008 indicated that the MGPTF is effective. Members indicated that there is room for continuous improvement. This year's restructuring of the MGPTF might be one reason for a decline in the percentage of members responding to the survey questions as agreeing with the question about effectiveness along with the number of new members attending the Technical Team meetings. As the change in structure is established, evaluators predict that the frequency of responses will improve in 2009. The MGPTF Technical Team's average attendance has grown by 32% from last year's attendance at Technical Team meetings. This last year from November 2007 to October 2008, the average attendance at meetings was 151 members. The number of participants who are not BEST-funded grantees who participate in the MGPTF has increased by 272% from January 2005 when compared to October 2008. The new MGPTF Technical Team organization and structure continues to show promise as an effective model for collaboration, partnership, and problem solving. Data from the survey of members shows that the MGPTF continues to demonstrate success in building and strengthening relationships among members. Members indicate that the MGPTF has assisted them and their agencies to participate in local, state, and national initiatives. Ratings by members remain high regarding their involvement in the MGPTF, which has allowed them to take action with other members to meet needs and solve problems in our city.

Table 6

Mayor's Gang Prevention Task Force (MGPTF) Policy and Technical Team members indicated if they agree, somewhat agree or disagree with the following statements:	Agree				Somewhat Agree				Disagree			
	Fall 05	Fall 06	Fall 07	Fall 08	Fall 05	Fall 06	Fall 07	Fall 08	Fall 05	Fall 06	Fall 07	Fall 08
1. MGPTF Policy Team has been effective.	68%	81%	74%	58%	32%	16%	26%	39%	0%	2%	0%	3%
2. MGPTF Technical Team has been effective.	73%	80%	73%	61%	27%	18%	27%	37%	0%	2%	0%	2%
3. My communication with other service providers and agencies has improved because of my involvement in the MGPTF.	68%	80%	80%	71%	28%	18%	17%	25%	4%	2%	3%	4%
4. I have built new relationships and strengthened current relationships by participating in the MGPTF.	78%	87%	80%	84%	18%	11%	20%	14%	4%	2%	0%	2%
5. My involvement in the MGPTF has assisted me and/or my agency to form partnerships with related local, state and national initiatives being implemented in our city. (i.e., Safe Schools, Alternative School Collaborative, Juvenile Detention Reform, Weed and Seed etc.)	61%	76%	76%	74%	32%	22%	23%	21%	7%	2%	1%	5%
6.My involvement in the MGPTF has allowed me to take action with other members to meet needs and solve problems in our city.	60%	69%	80%	69%	35%	29%	20%	28%	5%	2%	0%	4%

MGPTF Strategic Work Plan Components

MGPTF members were asked to rate 23 strategic work plan components for their importance and how well they are being accomplished. The following table shows these rankings and the discrepancy or difference between how important and how well these are being accomplished. The strategic work plan components are sorted by how well the component was being accomplished. If there was a big positive difference between importance and accomplishment, then it was labeled an over accomplishment. If there was a negative discrepancy in rank, then it was labeled an area that needs better performance. For example, the component, "Developed and implemented a well-coordinated, 'asset-based' service delivery system aimed at connecting, coordinating and leveraging intervention resources", was rated 3 in importance and 10 in accomplishment, for a discrepancy of -7. Thus, this would be an area needing further work and improvement.

Table 7

MGPTF Strategic Work Plan Components	Importance Rank	Accom-plishment Rank	Discrep-ancy in Rank	Strengths and Improvement
Tracked Gang-related incidents of violence reported at the Technical Team meetings, leading to action steps being taken by the Technical team to resolve the incidents; visits were made to all victims of violence to meet their needs, reduce retaliatory incidents and prevent future incidence of violence.	1	1	0	
Reorganizing the technical team into four geographical divisions has improved coordination and delivery of services to gang-involved and/or disconnected youth and their families.	8	2	6	
Supported an excellent, well-trained and well-equipped police force to help keep our residents and neighborhoods safe.	2	3	-1	
Took actions and provided feedback on what was the result of the action to the four geographic groups of the Tech. Team of the MGPTF.	11	4	7	
Enhanced Crisis Response protocol aimed at maintaining safe schools, community centers and neighborhoods and emphasizing prevention and after-care services.	4	5	-1	
Reorganizing the technical team into four geographical divisions has improved response to incidents of youth and gang violence throughout neighborhoods, including community centers in each division.	7	6	1	
Promoted a strong commitment to crime prevention that has resulted in keeping our residents and neighborhoods safe.	6	7	-1	
Participated in an education and awareness campaign regarding the risk factors affecting youth and the resources available to them.	18	8	10	Over accomplished
Helped youth to maintain a sense of responsibility for their actions and accountability to themselves and others.	9	9	0	
Developed and implemented a well-coordinated, "asset-based" service delivery system aimed at connecting, coordinating and leveraging intervention resources.	3	10	-7	Need better performance
Now responding to the evolving needs of the community.	20	11	9	Over accomplished
Maximizing limited resources while achieving desired outcomes.	19	12	7	Over accomplished
Developed effective partnerships with all the people in our community focusing on solutions that protect public safety.	13	13	0	
Service Providers are now informing one another about the types of services they provide, so that all become familiar with one another, form close bonds and establish solid one-on-one contacts.	14	14	0	
Has improved our capacity (skills and resources) necessary to re-direct youth.	12	15	-3	
Developing and nurturing youths' strengths and assets.	15	16	-1	
Giving more youth without supportive parents care, love and support from other adults found in extended families, community and schools.	16	17	-1	
By coming together, organizations are establishing common, shared language to communicate with one another and developing greater community among all partners and stakeholders.	21	18	3	
Reconnecting youth who are disconnected from families, schools and their communities.	17	19	-2	
Established open and direct lines of communication between schools, law enforcement, community-based organizations, community center staff and community leaders to ensure an effective Crisis Response Strategy.	5	20	-15	Need better performance
Added services provided to youth that are culturally and ethnically relevant, as well as age appropriate.	23	21	2	
Enhancing pro-social influences for disconnected youth by putting them in contact with caring and supportive adults at home, in school and/or the community.	10	22	-12	Need better performance
Helping actively engage families in the lives of their youth.	22	23	-1	

How did the top five components ranked in "Importance" and in "Accomplishment?"

Three of the top five components ranked as having high importance also had a high Accomplishment Rank. As mentioned before, the third ranked in importance was ranked 10th in accomplishment, which shows an area needing work in the next year. This was the statement; "Developed and implemented a well-coordinated, 'asset-based'"service delivery system aimed at connecting, coordinating and leveraging intervention resources."

MGPTF members indicated that they were doing well in accomplishing: "Enhanced Crisis Response Protocol aimed at maintaining safe schools, community centers and neighborhoods and emphasizing prevention and after-care services." MGPTF members identified an opportunity to improve performance related to communication to enhance the crisis response. The MGPTF members ranked communication related to the crisis response strategy as fifth in importance and 20th in accomplishment. The actual strategic work plan component reads, "Established open and direct lines of communication between schools, law enforcement, community-based organizations, community center staff and community leaders to ensure an effective Crisis Response Strategy." Another opportunity for improvement was identified related to enhancing pro-social influences and connecting youth to caring and supportive adults. This strategic work plan component was ranked 10th in importance and 22nd out of 23 components in the accomplishment rank. The actual statement reads, "Enhancing pro-social influences for disconnected youth by putting them in contact with caring and supportive adults at home, in school and/or the community."

Table 8

MGPTF Strategic Work Plan Components	Importance Rank	Accomplishment Rank	Discrepancy in Rank
Tracked Gang-related incidents of violence reported at the Technical Team meetings, leading to action steps being taken by the Technical team to resolve the incidents; visits were made to all victims of violence to meet their needs, reduce retaliatory incidents and prevent future incidence of violence.	1	1	0
Supported an excellent, well-trained and well-equipped police force to help keep our residents and neighborhoods safe.	2	3	-1
Developed and implemented a well-coordinated, "asset-based" service delivery system aimed at connecting, coordinating and leveraging intervention resources.	3	10	-7
Enhanced Crisis Response protocol aimed at maintaining safe schools, community centers and neighborhoods and emphasizing prevention and after-care services.	4	5	-1
Established open and direct lines of communication between schools, law enforcement, community-based organizations, community center staff and community leaders to ensure an effective Crisis Response Strategy.	5	20	-15